



HR EXCELLENCE IN RESEARCH



HR Excellence in Research Action Plan

January 2024

Name Organisation under review:

UNIwersytet Morski w Gdyni (Eng. GDYNIA MARITIME UNIVERISTY)

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Web link to published version of organisation's HR Strategy and Action Plan:

<https://umg.edu.pl/en/reports-and-documents>

SUBMISSION DATE: 11TH JANUARY 2024

1. ORGANISATIONAL INFORMATION

STAFF & STUDENTS	FTE
<i>Total researchers = staff, fellowship holders, bursary holders, PhD. students either full-time or part-time involved in research</i>	334 +18 PhD students
<i>Of whom are international (i.e. foreign nationality)</i>	3
<i>Of whom are externally funded (i.e. for whom the organisation is host organisation)</i>	0
<i>Of whom are women</i>	143 +9 PhD students
<i>Of whom are stage R3 or R4 = Researchers with a large degree of autonomy, typically holding the status of Principal Investigator or Professor.</i>	25 (Full Professor)
<i>Of whom are stage R2 = in most organisations corresponding with postdoctoral level</i>	55 (PhD DSc; in Polish: Doktor Habilitowany)
<i>Of whom are stage R1 = in most organisations corresponding with doctoral level</i>	146 PhD + 108 MSc
<i>Total number of students (if relevant)</i>	3810
<i>Total number of staff (including management, administrative, teaching and research staff)</i>	828
RESEARCH FUNDING (figures for most recent fiscal year)	€
<i>Total annual organisational budget</i>	3 426 662,68
<i>Annual organisational direct government funding (designated for research)</i>	1 711 268,79
<i>Annual competitive government-sourced funding (designated for research, obtained in competition with other organisations – including EU funding)</i>	1 634 862,86
<i>Annual funding from private, non-government sources, designated for research</i>	80 531,03

ORGANISATIONAL PROFILE

Gdynia Maritime University is the largest state school of higher maritime education in Poland and one of the largest in Europe. The University offers complementary education for merchant marine officers and experts of the maritime economy.

The university conducts research and development activities. The scientific research projects carried out at GMU are part of national and international programs financed by Poland and the EU. The university cooperates closely with industry and provides research services to entities in the socio-economic environment.

The results of these research form the basis of expertise provided to industry and state institutions of the maritime industry.

2. NARRATIVE

<i>Ethical and professional aspects</i>	
Strengths	Weaknesses
<ul style="list-style-type: none">• researchers' freedom in choosing their scientific field of interest;• implementation of the updated Code of Ethics for Researchers (2021), the Policy for Counteracting Mobbing and Discrimination at GMU (2020) and the rules of Good manners at GMU (2021);• development of know-how transfer to business delivered by newly created Technology Transfer Center;• introduction of the updated Regulations on the management of copyright and related rights, industrial property rights and commercialization rules at GMU (2020, 2023);• remodeled structure of updated information on research financial support sources - intranet and internal mailing;• developed Legal Services Office providing support in the sphere of legislation;• obtained financial support for wide actions related to dissemination and promotion of research activities;• increased activity of researchers related to the dissemination of research results;• introduction of the Gender Equality Plan (2023);	<ul style="list-style-type: none">• insufficient research activity of some number of academics;• low interest of some academics in applying for funding of research;• low effectiveness in applying for funds;• low rate of researchers' international mobility;• insufficient level of commercialization of research results;• insufficient funds from the ministry responsible for maritime education• unsatisfactory system of presenting active researchers, research teams and the results of their research

<ul style="list-style-type: none"> • a periodic employee evaluation system that takes into account various research, teaching and organizational activities' • constantly updated motivation systems (bonuses, rewards). 	
<p>Remarks:</p> <p>We consider our efforts in creating best possible conditions for the researchers as balanced and adequate to the profile and size of the university considering the strengths and chances. Active organisational support was focused on searching funds for competency courses for the researchers and international activity within the International Association of Maritime Universities (IAMU; the GMU Rector being General Chair of IAMU and also to the Head of the Policy and Planning Committee). The University has also started to be much more active in cooperation with the business as well as in dissemination of information about the research activities and its impact on the society.</p> <p>However, for the next few years it will be crucial to cope with the aging staff and a need to attract young researcher. We also hope that the subsidy from the national budget, i.e. funds allocated directly from the ministry and sources available through grants from national research centres, will be increased and directed not only to large universities but also to smaller institutions but active in a niche and important scope of the national, European and worldwide economy.</p> <p>For better identification of the University some steps towards it's visibility has been undertaken. For instance - closer cooperation with the Center of Science Promotion Experyment, First Pomeranian Scientific Night, development of the GMU Scientific Journal with its newsletter delivered to all maritime universities and institutions worldwide. GMU has also been granted funds for the project "Local Science Ombudsmen", aimed at preparing a group of GMU academics to perform the role of the so-called Local Science Ombudsmen, i.e. people who will be substantively prepared to develop and convey interesting and valuable scientific content to a wide range of recipients, allowing them to discover the fascinating world of science.</p> <p>So far there were two other important projects carried out that presented the scope of GMU researchers' activity - "Cruise to Knowledge" and "Cruise to Science".</p> <p>We have also applied for financial support for a two-year project focused on dissemination and promotion of research results - European Scientific Night to be held in September of 2024 and 2025. At the moment we are waiting for the results of the contest.</p>	
Recruitment and selection	
<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> • improved and updated recruitment procedure for academic teachers; • individuals (deans, vice-deans, heads and vice-heads of departments, staff of Department of HR and Payroll) that will be potentially involved in the recruitment procedures were trained on the process, methods, evaluation etc.; • the Department of HR and Payroll employees took part in the courses on recruitment procedures and modelling of the career development plans; • strong position of GMU as an employer (due to its history, stable 	<ul style="list-style-type: none"> • low number of candidates for research career; • low number of foreign applicants; • currently limited possibility of HR activities.

employment conditions, social benefits offered).	
<p>Remarks:</p> <p>A satisfying number of academics has participated in courses referring to recruitment, selection and career development issues. The courses were also attended by the administrative staff who participate or assist the recruitment and selection processes.</p> <p>As a result, a full OTM-R policy has been elaborated and adopted with special focus to unification of the recruitment and selection process in all organizational units of the university. The policy regulates the issues to be displayed in the recruitment announcement - the working conditions and the scope of responsibilities. It also regulates the composition of the recruitment committee, catalogue of requirements for the candidate, preparation and sending of the interview assessment to candidates, recognition of the period of internship or work in industry and recognition of qualifications and experience gained during the mobility.</p> <p>It is planned to implement in the near future a Personnel Development Policy that will cover both the academics and the administrative staff.</p> <p>In our opinion, the low number of candidates may result from the nationwide problem of low wages, which are not competitive with wages in industry.</p>	
<i>Working conditions and social security</i>	
<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> • well-equipped labs; • flexible organizational approach ensuring support in applying for external funds for research projects - 4 specialized units; • Technology Transfer Center supporting cooperation with the socio-economic environment, commercialization of research results as well as assisting with the issues of intellectual property rights; • updated Code of Researchers' Ethics; • psychologists' support delivered for the researchers, students and administrative staff financed with one of the external grants; • introduced co-financing of fees that GMU employees pay for nursery and kindergarten fees; • introduction of the Gender Equality Action Plan; • updated catalogue of R&D offers dedicated to entities in the socio-economic environment; • well-developed strategy of bonus and reward systems; • possibility of receiving additional salaries from external funding programmes if allowed; • procedure for declaring co-authorship, including demonstrating the percentage of co-authors' contribution; 	<ul style="list-style-type: none"> • value of the mobility is not fully recognized; • limited assistance for career advice for researchers R1 and R2, and for doctoral students; • system of remuneration for work in projects that requires improvement; • lack of mechanisms to relieve active researchers from teaching duties.

<ul style="list-style-type: none"> • new criteria of researchers' evaluation system taking into account various employee activities; • permanently improved rewarding system for scientists; • well -developed system of co - financing participation in scientific conferences. • Regional Excellence Initiative - two projects of high financial value supporting the development of universities in two of the leading scientific disciplines. 	
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Remarks:

Since 2017 some substantial organisational changes have been introduced in our University. Part of them resulted from the new Act of Law on Higher Education and Science (2018) and some with inclusion of the Maritime Institute (2019). As a result, a new organisational structure has been settled to face the researchers' needs expressed in our Strategy for Researchers. Four specialized units that support and assist in applying, realization and proper settlement of the projects have been created (2020). One of the units has 2023 developed into the Technology Transfer Center (2023), a center that assists with the questions of cooperation with business, intellectual property rights and commercialization of research results.

Thanks to the successful application for external funding, the University offered the employees and students psychological support in a way of meetings with a psychologist. This offer was very well received

An important part of activities aimed at improving working conditions is also the constantly improved motivation system addressed to research workers.

The University has also adopted the Gender Equality Action Plan (2022). The document is a detailed overview of the current state of gender equality at the University and plans to support its future development. Through the introduction of the Gender Equality Action Plan, GMU will step up efforts to promote diversity and tackle discrimination, as well as develop innovative solutions to improve the conditions of education and work. The plan identifies detailed solutions to ensure gender equality within the academic community, in terms of equal opportunities and equal treatment. The Gender Equality Action Plan describes the activities to be carried out by the University during the years 2022 - 2025 in four areas: 1. Work–life balance and the integration of the organisational culture of GMU; 2. Recruitment, career development, integration of gender equality into teaching, scientific research and innovation; 3. Gender balance in the composition of the bodies involved in the decision-making process; 4. Tackling gender-related abuse and sexual harassment.

It is planned to introduce the career advice assistance for researchers when adopting the Personnel Development Policy.

In the field of teaching, various criteria for assessing academic teachers has been introduced, depending on their position - teaching, research, research and teaching.

<i>Training and development</i>	
<i>Strengths</i>	<i>Weaknesses</i>
<ul style="list-style-type: none"> • University's scientific potential expressed in the opinion of an external expert; • regularly created schedules of scientific seminars run by R4; • numerous training courses for scientists and administrative 	<ul style="list-style-type: none"> • limited mechanisms for monitoring the scientific patronage of R4 and R3 over less experienced researchers (R2 i R1); • not sufficient support (especially financial) for academic training (internships);

<p>staff raising competences; three groups of training courses - specialist, soft-skills and linguistic;</p> <ul style="list-style-type: none"> • scientific seminars run by regularly invited guest speakers and experts; • dissemination of information on courses and seminars offered by other institutions; • establishing of Doctoral School; • GMU scientists as experts of world marine bodies (e.g. IMO, IAMU) but also as experts in media; • internal training on obtaining funds from external sources; • degrees and scientific titles regularly awarded to GMU researchers; • maritime diplomas regularly received by GMU researchers. 	<ul style="list-style-type: none"> • not sufficient financial support for specialist maritime training.
<p>Remarks:</p> <p>In recent years, the university has obtained funding for several projects that included organizing various training courses for employees. This created an excellent opportunity to offer courses consistent with the substantive needs of the researchers, as well as organizational or general development training.</p> <p>Here are some examples of the courses provided: Practical workshops on the implementation of management systems, Studies on project management, Quality Management System Plenipotentiary, Environmental management assistant, Assistant for food safety management system, Assistant for food safety management, Information security management system assistant, Energy Management System, Role and tasks of a trading proxy under the inside of the control system, EXPERIENCE Auditor training Control, Improving managers' education skills, Postgraduate studies in the field of psychodietetics, Postgraduate studies: human nutrition and dietitian, Data analysis programs, Design and composition of advertising materials, preparation of graphics for printing +Adobe, Effective promotion, copywriting, AdWords advertising, Clinical nutrition course, Prince2 training, Protection for intellectual and industrial property rights, Specialist English course in the field of management systems, Settlement and implementation of projects, Practical knowledge of English in contacts with the international socio-economic environment, Public procurement training, Training for the settlement of working time, Training in the field of new evaluation rules in the light of the Act 2.0, Microsoft Identity and Access Administrator training, VMWARE VSPHERE: Install, Configure, Manage, Administration training - backup and playback of oracle databases, Implementing and Administering Cisco Solutions V2.0, Career recruitment and development of the career path, Training on fixed assets, Motivating students workshop, Interpersonal communication course - Learning-by-downing or active teaching methods, A series of meetings: Subject teaching, Design Thinking course, Workshops on Principles of presentation in didactic situations, Port Logistics/Container Terminal Management/Port Environmental Policy & Technology, Vocational course all of the classification regulations regarding construction, equipping, exploitation of tankers for transport LNG, LPG, load. chemical, oil (in English), Training on the basis of tax settlements, Training for management staff - Conflicts in the team, Excel courses, Training for academic staff in CAD MES software, Course of the basic of acoustic emission, Time management workshops for the management staff, Matlab training Various modules: MLML, MLE, MLI, Programming studies, Ecology studies, Agile PM, Settlement, booking and implementation of EU projects, Basics of project management, Personal data protection training in HR, How to motivate and communicate with employees, Autodesk Simulation, MS</p>	

<p>20462- Administering Microsoft SQL Server Databases, Staff training in the field of labor law, MS Excel for HR, MS-20742 Identity with Windows Server 2016.</p> <p>The intention of the university authorities is to continue to raise funds for the continuous improvement of employee competences. Training will be part of the Personnel Development Policy. The university recognizes training as an important part of employee development, but at the same time we consider supporting mobility to be important.</p>	
OTM-R	
<i>Strengths</i>	<i>Weaknesses</i>
Introduction of the “Regulations of operation of competition committees appointed to recruit academic teachers at Gdynia Maritime University”	Early implementation phase
<p>Remarks:</p> <p>“The Regulations of operation of competition committees appointed to recruit academic teachers at Gdynia Maritime University” has been introduced in January 2024. The document exhausts all issues indicated in the OTM-R. At the time of submitting this report, the Regulations have only just been implemented. It is assumed that the effects of the practical use of the provisions will be known within approximately 1 year.</p>	

3. ACTIONS

On the basis of the above analysis and the results of the surveys conducted among researchers and doctoral students, the university authorities decided to undertake the enhancement actions in the areas as indicated below.

Planned activities.

Action No	Action Plan	Reference points from the Gap Analysis	Responsible unit	Performance time
1.	<p>Career development support:</p> <ul style="list-style-type: none"> - for researchers, - for doctoral students <p>Indicators:</p> <ul style="list-style-type: none"> • Introduction of the Personnel Development Policy. • Access to one professional career development course per year for doctoral students. • Access to psychologist support (a full-time GMU person or permanent cooperation with an appropriate center) - for minimum 30 employees and doctoral students per year. <p>Remarks:</p> <p>The career development of research workers and doctoral students will be supported on many levels. Personnel Development Policy will be a document initiating and indicating various employee development paths, its various levels and the different types of support one may receive depending on his achievements at particular stages of his scientific career. The Policy will also cover issues related to the principles of scientific and teaching promotion and improvement of qualifications, Ultimately, the support will be designed in line with other planned activities, i.e. assistance in organizing and financing mobility, internships, training in applying for funds for financing scientific research, training on intellectual property rights and commercialization of research results.</p>	11, 16, 17, 20, 24, 25, 28, 30, 36, 38, 40	Vice Rector for Science, Deans of faculties, Directors of institutes, Department of Science and Department of HR and Payroll	December 2025
2.	<p>Development and implementation of mobility support mechanisms:</p> <ul style="list-style-type: none"> - research internships abroad, - research internships to domestic industrial entities, - study visits, - joint research within projects, 	1, 4, 7, 18, 19, 24, 26, 28, 29, 32, 38	Vice-Rectors, Deans of faculties, Directors of institutes,	December 2026

	<p>- didactic activity.</p> <p>Indicators:</p> <ul style="list-style-type: none"> • Introduction of regulations concerning mobility for internship, study visits and other. • 10 mobility per year, whereof 5 abroad and 5 domestic. <p>Remarks:</p> <p>So far, mobility support has been mainly based on Erasmus program funds, but recently there has been a significant increase in researchers' interest in the possibility of carrying out an internship or study visit, both at home and abroad. Activities related to this type of mobility are not supported by internal regulations supporting not only the organization of visits, but also their financing. This action is in relation with Action 11 - career development.</p>		Department of Science, Department of Cooperation and Development, Technology Transfer Center	
3.	<p>Popularization of the scientific activities of GMU employees:</p> <ul style="list-style-type: none"> - training in the field of popularizing science, - participation in research popularization events, - creation of a database of scientific experts, - creation of a website presenting individual scientists or research teams. <p>Indicators:</p> <ul style="list-style-type: none"> • 3 trainings by December 2024. • 10 activities of researchers popularizing science per year. • 1 database of experts. • 1 webpage with subpages. <p>Remarks:</p> <p>Nowadays scientific activity is inextricably linked not only with cooperation with industry, but also with the social obligation to present scientific achievements to the society whose development the researchers serve. The ability to teach students is a different type of activity compared to communicating science to the public with different levels of knowledge, age and experience. Acquiring competences related to the dissemination of knowledge is also associated with the development of a scientific career (Action 11). Moreover, in order to increase the recognition of GMU researchers at home and abroad and to make their international activity more dynamic, the university plans to</p>	3, 4, 6, 8, 9, 11, 22, 28, 33	Department of Science in cooperation with Department of Promotion and Communication and all GMU units	December 2025

	develop a database of researchers whose expert knowledge can support international research teams and present scientific approaches in the media.			
4.	Development and implementation of mechanisms increasing the competences of scientists and administration staff in a form of: - training on the organization of the research process, - preparing articles for publication in prestigious scientific journals, - preparing of applications for funds from external sources or applications for a patent for an invention or for granting a protection right on a utility model.	7, 24, 26, 31, 39	Department of Science, faculties, institute	December 2026
	Indicators: • 4 trainings per year.			
	Remarks: The university is subject to ongoing changes. This also applies to the employment structure and the gradual departure of researchers at stage R4 and the arrival of researchers at stages R1 and R2. Junior researchers should be supported with knowledge related to their everyday activities - organizing research, writing and publishing scientific articles, as well as preparing applications for research financing from external sources or patenting inventions. This should be supported by the training indicated in this Action.			
5.	Development and implementation of the OTM-R policy for administrative staff supporting the activity of researchers.	12, 14, 24	Department of HR and Payroll in cooperation with other university units.	December 2025
	Indicators: • Recruitment policy of GMU administrative employees supporting the activity of researchers.			
	Remarks: The "Regulations of operation of recruitment committees appointed to recruit academic teachers at Gdynia Maritime University", implemented in January 2024, ensures an open, transparent and merit-based recruitment process for researchers, which is also unified for all university units. However, the administrative support that the university provides to researchers also requires the employment of people with special competences. Hence, there is a need to develop similar, unified regulations regarding the recruitment processes of non-teaching staff.			
	Development and implementation of the handbook on the onboarding process.			

6.	Indicators: <ul style="list-style-type: none"> • 1 handbook. 	12, 13, 14	Department of HR and Payroll in cooperation with other university units.	December 2025
	Remarks: The onboarding process, although it applies to all employees regardless of their level and role in the organization, has not been developed. What is needed is a compact document presenting individual units, documents and processes about which a newly hired employee should be informed and which must be implemented within a specified period of time. This process will be described for researchers and administrative staff.			

5.	Development and implementation of the OTM-R policy for administrative staff supporting the activity of researchers.	Department of HR and Payroll in cooperation with other university units.																																		
6.	Development and implementation of the handbook on the onboarding process.	Department of HR and Payroll in cooperation with other university units.																																		

4. IMPLEMENTATION

From the very beginning, when the will of facing the solutions presented in the Code and Chart were considered as necessary to be implemented for the benefit of the researchers and the whole community, the institution's authorities were involved and supported the activities. All the decisive bodies were also the supporting advocates sincerely assisting the progress of works within all the engaged groups.

Vast attention was also given to the process of the scientific institute's incorporation which was connected with the need of securing special conditions ensuring smooth organisational transition of both intuitions.

The completed surveys, conversations with scientists from R1 to R4 and interviews conducted in individual research teams clearly indicated the expectations of researchers regarding their activities at the university - working conditions, financial conditions, etc. These expectations are largely consistent with the GMU Development Strategy for the years 2020-2024. The university's top management fully accepts the tasks planned and at the same time ensures compliance of the activities undertaken at the university with the adopted principles of the Charter and Code.

In the first phase, due to the national legal changes and the decision about organisational changes the progress has been partly delayed. Newly introduced law had to be followed by further numerous regulations and executive acts related to the Act of law. This required to hold some of the actions to avoid double effort with introducing some changes and then their corrections. Number of internal documents are to be updated and adjusted according to new law and requirements. Monitoring progress was introduced in a form of a quarterly meeting of the Team leader and a member of a Team (administrative staff) to check the progress of activities and implementation of solutions and actions, whether they have been started, completed or are in the development phase (checklist).

After the interim assessment, work continued through, among others, regular meetings of the monitoring team where the progress was discussed. The team's chairman, who also serves as Vice-Rector for Science, thanks to his work in most collegiate teams of the university, has insight and real influence on the implemented solutions or regulations so that they were consistent with the assumed goals and tasks.

For the next evaluation, a continuation of already completed activities has been planned, which, in the university's opinion, bring the expected results and are important for the further development of our institution.

The next planned activities include activities to improve the functioning of the university and the conditions for conducting research activities.

All these activities will be monitored in terms of meeting the planned implementation deadlines and achieving the assumed indicators.

Just before the reporting period, a new survey will be conducted, which will indicate the degree of satisfaction of scientists with the changes introduced, but will also show new challenges on the way to further development of the university.